

A man and a woman are smiling and looking at each other in a room filled with educational materials. The man is wearing a white shirt and a green lanyard. The woman is wearing a yellow shirt. They are standing in front of a table with a smartphone on it. The background is filled with various educational materials, including books, posters, and a sign that says "Auzin" and "No Mask No Entry".

F.M. Kirby Prize

FOR SCALING IMPACT

Information Session

October 16, 2024

Thank you for joining us. We will begin shortly.

We're your hosts....



Kim Langsam

Sr. Program Director



Erin Worsham

Executive Director



David Wilkerson

Program Coordinator

Center for the Advancement of Social Entrepreneurship (CASE)
at Duke University's Fuqua School of Business

***Session recording & slides
will be posted on the
Kirby Impact Prize webpage:
bit.ly/kirbyimpactprize***

Photo courtesy of ServeMinnesota's
Math Corps, 2022 Kirby Impact Prize Winner



DUKE
FUQUA
SCHOOL OF BUSINESS

CASE

CASE prepares leaders and organizations with the business skills needed to achieve lasting social change.

CASE is located within Duke University's Fuqua School of Business.



The F. M. Kirby Foundation invests in opportunities that foster self-reliance or otherwise create strong, healthy communities.

AGENDA

What is the F. M. Kirby Prize for Scaling Impact?

- Approach
- Eligibility
- Application Process

What are you (CASE) LOOKING FOR?

What happens IF I AM SELECTED?

What if I have MORE QUESTIONS?

What is the F.M. Kirby Prize for Scaling Impact?

(Kirby Impact Prize)

- A global prize to **amplify** and **accelerate** impact-driven enterprise working to **scale their impact**
- Awards **one annual USD\$150,000** prize; **unrestricted funds**
- What makes this award unique:
 - Scaling Focus
 - Institutional & Brand Support
 - Open to Nonprofit & For-Profit Models
 - Unrestricted Funding

Updates for 2025 Prize:

- Refocused Phase 1 application
- Minor timeline adjustments

FYI - Updates from last year:

- Increased to \$150,000 prize
- \$1,000 award for each finalist organization
- CASE MBA student engagement and training

What is the Kirby Impact Prize?

Eligibility

STRUCTURE

Impact enterprise, operating as a nonprofit, for-profit, or hybrid impact enterprise anywhere in the world.

U.S. Tax ID #. Due to tax implications, international organizations must hold a U.S. federal taxpayer identification number. (Can include fiscal sponsor.)

IMPACT EVIDENCE

At least 3 years of strong evidence of impact, and clear plan to accelerate impact over the next 3-5 years.

BUDGET

Minimum operating budget of USD\$250,000. Note that strongest applicants tend to have operating budget between USD\$1-4 million.

NON-DISCRIMINATION POLICY

A robust, formal non-discrimination policy in place.

LEADERSHIP

Exemplary leadership aligning with the core values of Fred Morgan Kirby.

For more information: bit.ly/kirbyimpactprize

What is the Kirby Impact Prize?

Application Process

Phase 1 Application

[OPEN TO ALL]

WHAT

Enterprise Overview Deck

WHO

Open to all eligible; up to 250 submissions

WHEN

Oct 24, 2024 - Dec 4, 2024

Applications must be submitted no later than 11:59pm ET on Dec 4, 2024

Phase 2 Application

[INVITED]

WHAT

Additional written questions

WHO

~30 selected applicants

WHEN

January 10 – 27, 2025

Finalist Interviews

[INVITED]

WHAT

DD + 60min virtual interview

WHO

~5 selected applicants

WHEN

Notified: **March 7, 2025**

Interviews: **Mar 13-Apr 7, 2025**

Awardee Selected

**One applicant selected for
2025 Kirby Impact Prize**

**Notified & Announced:
May 2025**

For more information: bit.ly/kirbyimpactprize

What is the Kirby Impact Prize?

Phase 1 Application Overview

Demographic questions

Typed into application portal



Organizational questions

Focused on:

- **IMPACT**
- **TRACTION**
- **SCALING PLAN**

Uploaded as **SLIDE DECK** (PDF) into application portal.

If preferred, can submit written responses (uploaded as PDF).

- **Link to application portal** will be posted (& emailed to info session attendees) on **Oct 24**.
- **Submission window** is October 24, 2024– December 4, 2024 at 11:59 PM ET.
- **First 250 submissions** will be reviewed.

Full list of application questions available on our website:
bit.ly/kirbyimpactprize

What is the Kirby Impact Prize?

Evaluation Dimensions

Impact

- **Problem:** Well-researched understanding of the issue and root causes
- **Solution:** Robust theory of change; strong ties to root causes; clear operational model
- **Evidence:** Compelling evidence of impact and of traction (at least three years)
- In Phase 2: Business Model, Impact Drivers, Sustainability

Readiness to Scale

- **Scaling Strategy:** clear plan to SCALE IMPACT
- In Phase 2: Milestones, Financial Viability, Risks, Ecosystem, Learning culture

Leadership

- In Phase 2: Stakeholder Accountability: active use of mechanisms to hold selves accountable to clients/beneficiaries
- In Phase 2: Team Diversification & Proximity: reflected in decision-making power
- In Phase 2: Resourcefulness & Resilience; Strategic Collaboration; Aligned Staffing Plans

For more information: bit.ly/kirbyimpactprize

What are you (CASE) looking for?

Phase 1 Application

- **Expectations** for enterprises *working to scale their impact*
- Examples of **strong responses** *that reflect scale-ready, well-aligned enterprises.*

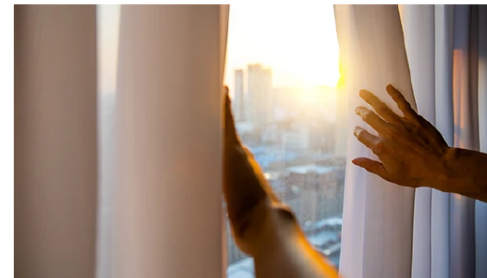
Stanford SOCIAL
INNOVATION Review
Informing and inspiring leaders of social change

Scaling

Why We Didn't Fund Your Scaling Plan

A checklist to avoid common problems that funders have identified in evaluating applications.

By [Erin Worsham](#) & [Kimberly Bardy Langsam](#) | Dec. 28, 2022



(Photo by [iStock/xijian](#))

We read your application and are excited about your mission and potential to change lives. Great work! *But*—the dreaded “but”—your project is not right for us at this time.

Not the right fit. Too early. Too unfocused. You’ve probably heard it all, or, all too often, you’ve heard nothing back at all. But what do your funders really mean, and what aren’t they telling you? What makes them hesitate to fund your scaling plan?

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

1. Brief **SUMMARY OF YOUR ENTERPRISE**.
2. Description of **PROBLEM** you are working to address.
3. Description of your **SOLUTION** and how it is **OPERATIONALIZED**.
4. Summary of **EVIDENCE** that shows your solution is working.
5. Top 3 impact-related **KPIs** and **RESULTS** for past **3 years**.
6. Description of your **SCALING PLAN**.

What is it?

Does it work?

Are you positioning for scale?

Strong application examples from past Kirby Prize winners:



Essmart, 2023



Semilla Nueva, 2024

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

1. Brief **SUMMARY OF YOUR ENTERPRISE.**

[Help us put the rest of the slides in context.]

1. Summary



We make the best maize seeds **more nutritious** and make it cheap to develop better **biofortified seeds**.



We **subsidize local seed companies** to sell high-yielding and climate-resilient biofortified seeds at **affordable prices**.



We get **governments** to pay for the subsidies to make these seeds available **to millions of farmers** in the countries where we work.



Submitted in January 2024

We can see that Semilla Nueva has 3 main elements of their work:

1. **Creating more nutritious seeds**
2. **Getting them to market**
3. **Making it sustainable**

A helpful overview!

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

1. Brief **SUMMARY OF YOUR ENTERPRISE.**

[Help us put the rest of the slides in context.]



Sometimes just a sentence or two provides helpful context for the additional detail to come.

Here, we can see that:

- **Essmart is an e-commerce platform,**
- **providing services to rural retailers,**
- **so they can sell livelihood products to their customers.**

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

2. Description of the **PROBLEM** you are working to address.

[Get specific, and help us see WHY it remains a problem.]

2. The Problem



Maize contains very low levels of essential nutrients, such as zinc, protein and iron. **Maize-based diets often lead to malnutrition.**

53 million smallholder maize farmers feed 1.2B malnourished people



Biofortified maize seeds can drastically improve nutrition, but most farmers **can't afford them.**



Farmers with low incomes can't afford agricultural inputs, are more **vulnerable to climate change**, and their harvests **suffer low yields.**

70% of farming families in Guatemala are impoverished, subsisting on less than \$.92 USD/day per family member.

Semilla Nueva, submitted in January 2024

- ✓ **Big problem:** Malnutrition among those with maize-based diets.

-----Don't stop here!-----


- ✓ **More specifically:** More nutritious maize is possible & impactful, but not available.
- ✓ **Why?** Seeds unaffordable to the farmers serving affected population; farmers face several challenges to high-yielding harvests.

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

3. Description of your **SOLUTION** and how it is **OPERATIONALIZED**.

[How you're addressing the specific problem AND the reasons it has persisted. PLUS, how it is implemented in the real world (i.e., not just a pilot).]



4. Our Solution

We have the right seeds:

Our non-GMO, biofortified maize seeds are bred to be more nutritious, higher-yielding and more climate resilient than those currently used by most farmers.

To get farmers to adopt them:

- We breed seeds with competitive yields and better nutritional qualities,
- We incentivizing local seed companies to produce these seeds and sell them at an affordable price,
- We work with governments to establish or adjust national subsidies to achieve widespread adoption.

By 2026:

- We expect 40,000 farmers to be using biofortified seed. These farmers will double their incomes, and improve the nutrition of 1 M consumers in Central America.
- We will be testing our first seeds in East Africa.

Semilla Nueva, submitted in January 2024

*First, their **SOLUTION**...*

Desired change: farmers planting biofortified seeds, increasing incomes, improving nutrition of consumers

Addressing barriers to change:

- ✓ **The seeds:** nutrients & yield & climate challenges
- ✓ **Adoption:** competitive, production incentives, affordability
- ✓ **Reach:** government subsidy

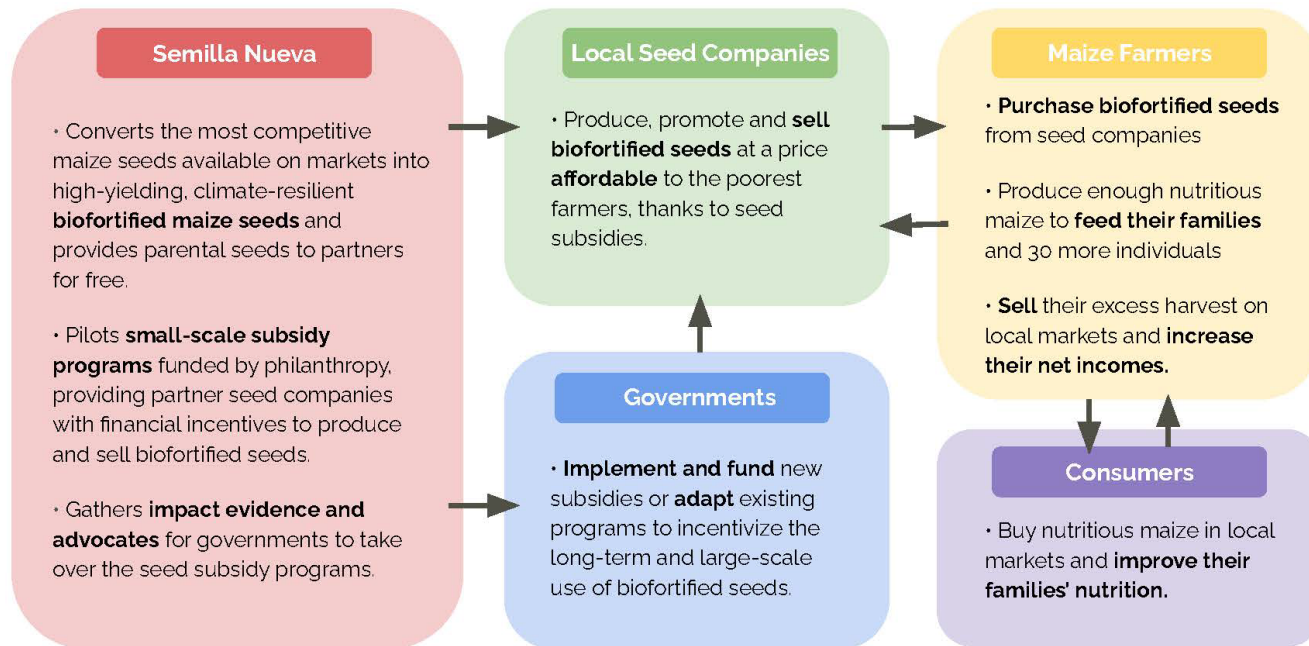
What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

3. Description of your **SOLUTION** and how it is **OPERATIONALIZED**.

[How you're addressing the specific problem AND the reasons it has persisted. PLUS, how it is implemented in the real world (i.e., not just a pilot).]

5. Our Business Model



Semilla Nueva, submitted in January 2024

*How Semilla Nueva **OPERATIONALIZES** their solution...*

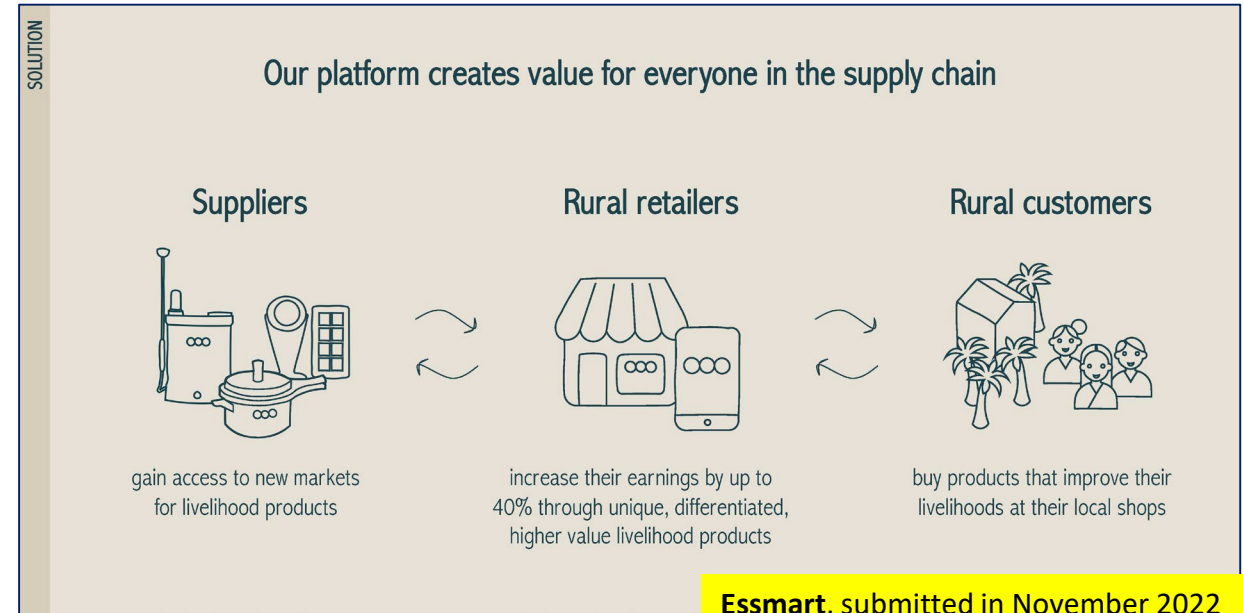
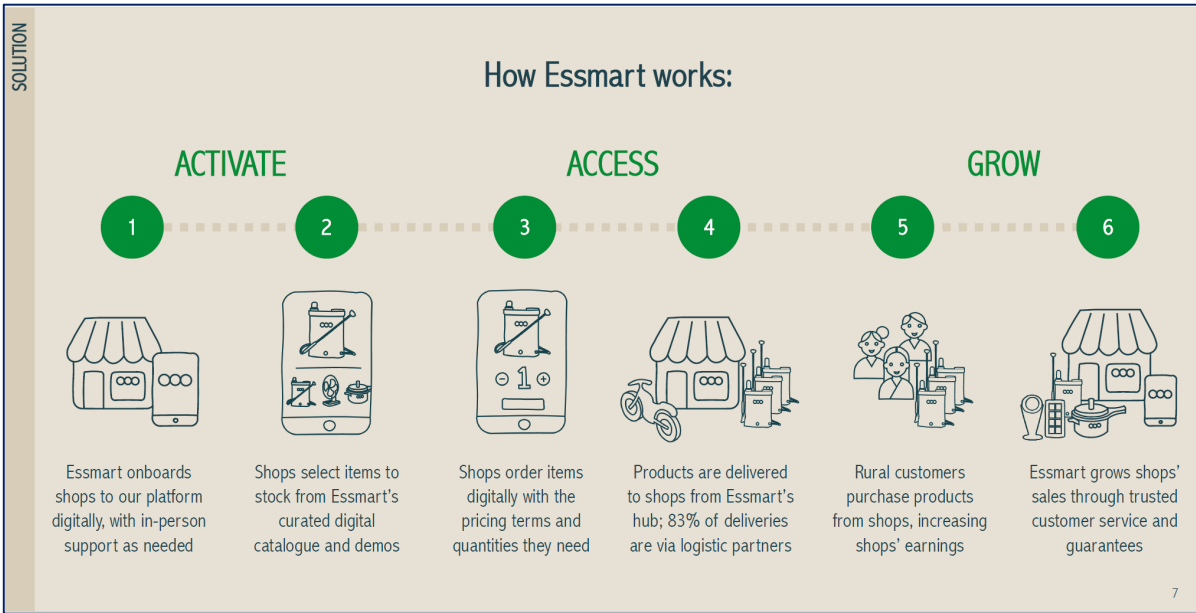
- ✓ **Product Flow** (who & how)
- ✓ **Value Creation & Flow**
- ✓ **Funding Flow**
- ✓ **Key Partner Engagement**
- ✓ **Impact, Sustainability**

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

3. Description of your **SOLUTION** and how it is **OPERATIONALIZED**.

[How you're addressing the specific problem AND the reasons it has persisted. PLUS, how it is implemented in the real world (i.e., not just a pilot).]



Another **OPERATIONALIZATION** example...

- ✓ **Product Flow** (who & how)
- ✓ **Value Creation & Flow**
- ✓ **Funding Flow**
- ✓ **Key Partner Engagement**
- ✓ **Impact, Sustainability**

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

4. Summary of the **EVIDENCE** that shows your solution is working

Every model is based on assumptions about if and how it will work.

What are your most critical impact and implementation assumptions, and what have you learned from your monitoring & evaluation efforts to support them?

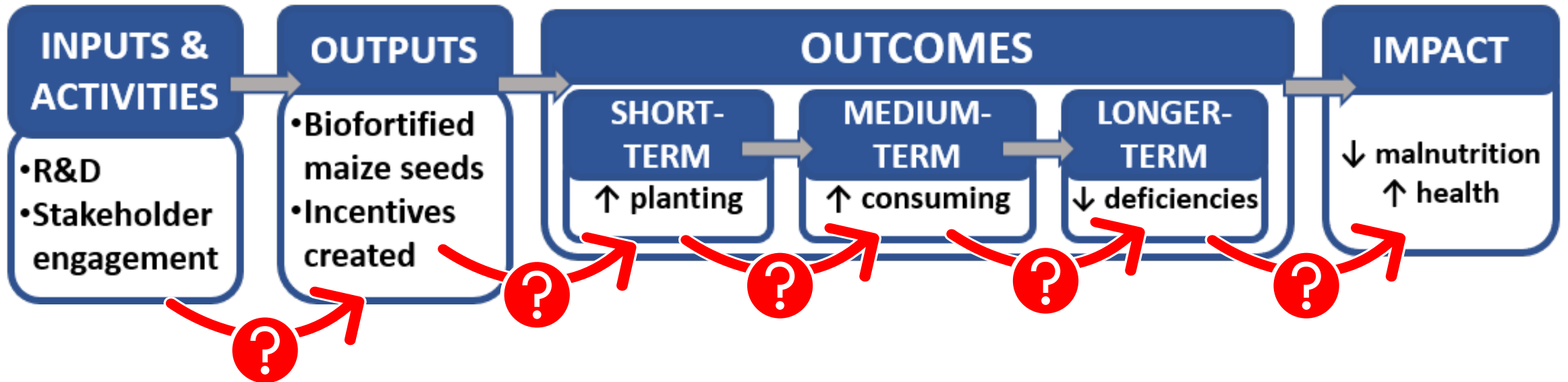
What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

4. Summary of the **EVIDENCE** that shows your solution is working

[Every model is based on many assumptions about if and how it will work. What are your most critical impact and implementation assumptions, and what have you learned from your monitoring & evaluation efforts to support them?]

 *Warning: An **over-simplified** theory of change to help make a point...* 



What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

4. Summary of the **EVIDENCE** that shows your solution is working

[Every model is based on many assumptions about if and how it will work. What are your most critical impact and implementation assumptions, and what have you learned from your monitoring & evaluation efforts to support them?]

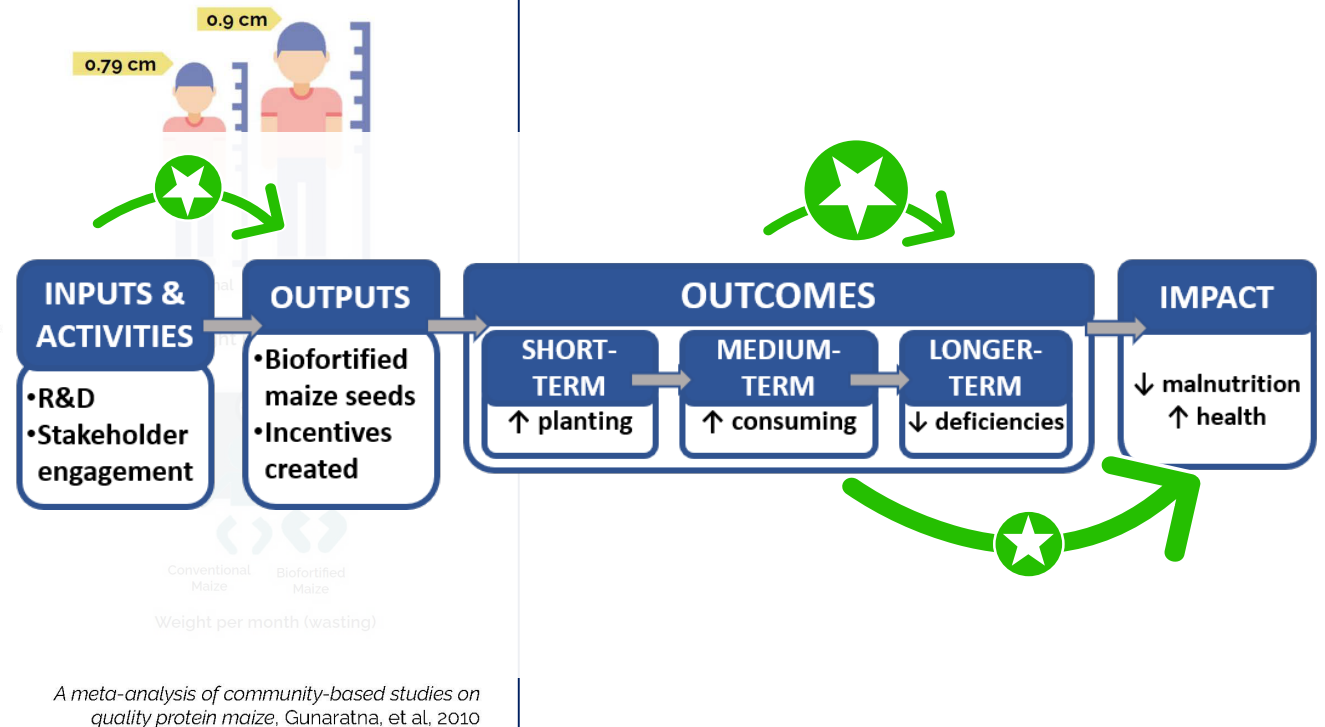
6. Evidence

NUTRITION

- Our maize contains 36% more zinc, 16% more iron and 30-80% more quality protein.
- Quality Protein Maize (QPM) led to an **8% increase in height** and **9% in weight growth rates** in children (Gunaratna et al. 2010).
- QPM has **similar protein absorption to milk** and animal protein (Bressani 2010).
- Families who plant biofortified maize consume enough to **close zinc gaps in 62% of mothers and 53% of children.** (INCAP, Semilla Nueva 2021)

LIVELIHOODS

- In 2022, our seeds **increased farmer yields by 41%** (2.9mt/ha -> 4.1mt/ha)
- In drought, our seed **reduced farmers' losses by 14%-33%**. In severe storms, losses were reduced by **25-50%**.
- In 2022, farmers already using improved seeds **earned \$147-\$260 more** with our seeds (an 88% increase on average). Subsistence farmers using improved seeds for the first time saw incomes rise by **\$277-\$392**.



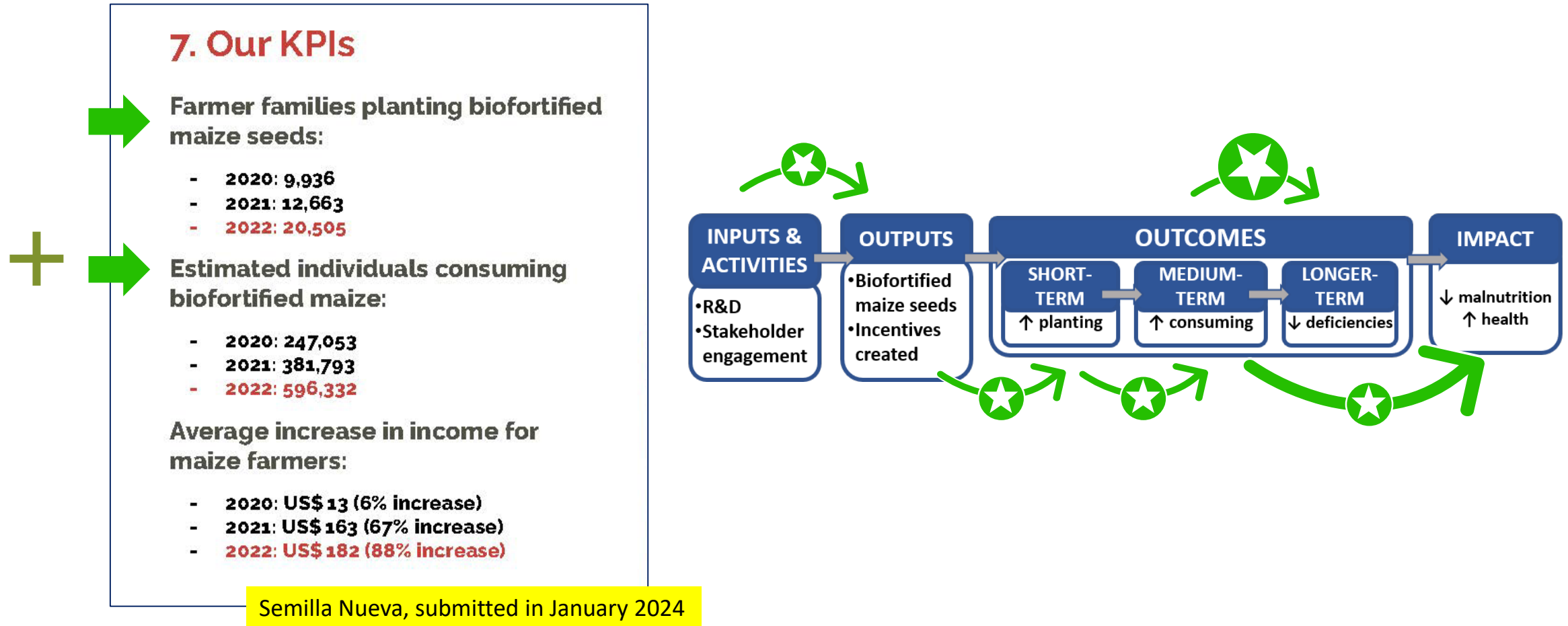
Semilla Nueva, submitted in January 2024

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

4. Summary of the **EVIDENCE** that shows your solution is working

[Every model is based on many assumptions about if and how it will work. What are your most critical impact and implementation assumptions, and what have you learned from your monitoring & evaluation efforts to support them?]



What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

5. Top **3 KPIs** and **RESULTS** for each of the past 3 years

[Help us understand the impact metrics meaningful for your work, as well as your traction to date.]

7. Our KPIs

Farmer families planting biofortified maize seeds:

- 2020: 9,936
- 2021: 12,663
- 2022: 20,505

Estimated individuals consuming biofortified maize:

- 2020: 247,053
- 2021: 381,793
- 2022: 596,332

Average increase in income for maize farmers:

- 2020: US\$ 13 (6% increase)
- 2021: US\$ 163 (67% increase)
- 2022: US\$ 182 (88% increase)

What we want to see...

- ✓ **Drive action**
- ✓ **Meaningful to target audience**
 - ✓ *At least one KPI related to outcomes experienced by target audience*
- ✓ **Traction (magnitude & growth)**
- ✓ **THREE YEARS of data!**

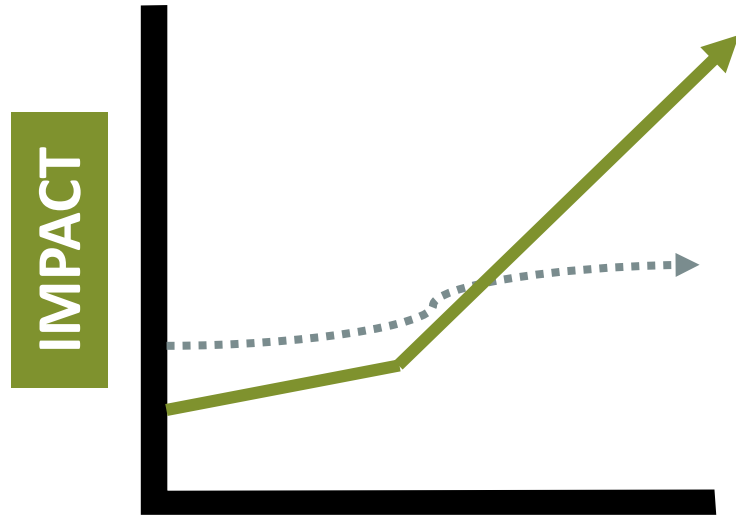
Semilla Nueva, submitted in January 2024

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

6. Description of your **SCALING PLAN**

*[Give us a glimpse of your plan to build upon what you have accomplished to **scale your impact.**]*



What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

6. Description of your SCALING PLAN

[Give us a glimpse of your plan to build upon what you have accomplished to scale your impact.]



9. Our Scaling Plan

Short term (2024-26)

Expand work beyond Guatemala to El Salvador and Honduras

Launch first tests for gene editing technology to decrease seed breeding time and costs

By 2026: 40,000 farmers feeding 1M

\$10 philanthropic produces \$25 in farmer income and improves nutrition of 3 people

Medium term (2027-31)

Central American governments manage and fund national subsidies

Launch testing of the first biofortified maize seeds for East Africa

By 2031: 500,000 farmers feeding 15M

\$10 philanthropic produces \$59 in farmer income and improves nutrition of 17 people

Long term (2032-36)

The performance of biofortified seeds matches that of the best non-biofortified seeds, decreasing the need for subsidies

Gene editing enables Semilla Nueva to biofortify every new maize seed launched by seed companies

By 2036: 3M farmers feeding 100M

\$10 philanthropic produces \$125 in farmer income and improves nutrition of 83 people

- ✓ **Scaling**
- ✓ **Scaling Impact**
- ✓ **Key Goals & Strategies**
 - ✓ Geographic expansion
 - ✓ ↓ breeding cost & time
 - ✓ Government payer
- ✓ **Key Milestones**

Semilla Nueva, submitted in January 2024

What are you looking for?

Phase 1 Application: Impact, Traction, Scaling Plan

6. Description of your **SCALING PLAN**

[Give us a glimpse of your plan to build upon what you have accomplished to scale your impact.]

NOW IS THE TIME

Rural technology adoption has cleared a threshold and paved the way for Essmart to scale through technology, while the Open Network for Digital Commerce democratizes access to e-commerce for even small retailers

MILESTONES

We are raising \$3M to capitalize on our recent digital scaling



Developing our tech platform
and unique digital services that grow rural shops' sales and impact



Growing our product portfolio
to include more higher-value productive use of energy products



Expanding our geographic footprint
to reach 50% of India's pin codes

Leveraging our scaled network for data and further impact
through expanding our B2B network directly to rural farmers and helping suppliers improve products based on rural needs

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Another example...

- ✓ **Scaling**
- ✓ **Scaling Impact**
- ✓ **Key Strategies**
 - ✓ Leverage tech opportunity
 - ✓ ↑ impactful products
 - ✓ Geographic expansion
 - ✓ Help others ↑ impact

What happens if I am selected?

One 2025 Prize Winner

Winning enterprise will be notified and publicly announced in May 2025

The winning enterprise will:

- receive a USD\$150,000 unrestricted award
- be amplified through CASE's network
- be offered institutional support
- participate in a brief annual conversation on progress with CASE

Previous Kirby Prize Winners



Healthy Learners

2021 Winner



ServeMinnesota's

Math Corps

2022 Winner



Essmart

2023 Winner



Semilla Nueva

2024 Winner



**Profiles of
previous years'
finalists on our
website**

For more information: bit.ly/kirbyimpactprize

What if I have more questions?

Resources on Kirby Prize Website, Q&A

- [Why We Didn't Fund Your Scaling Plan](#) article
- [Impact Explained](#) videos:
 - *Scaling vs Scaling Impact*
 - *4 Pathways to Impact at Scale* (+ [written brief](#))
 - Coming soon: *A Framework to Drive Impact*
- [Scaling Readiness Diagnostic](#)
- [ScalingPathways.com](#)
- [Written feedback](#) to previous applicant group
- [Profiles](#) of previous years' finalists, winners
- [Submit a question](#)
- [Answers to Frequently Asked Questions](#)



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Q&A
Please type
questions
into the chat.